

THE MOST COMMON MANAGEMENT PROBLEMS ENCOUNTERED TO DATE

1. Poor communication up, down, and across - as a result of inadequate attention to the use of staff meetings; through misunderstanding need-to-know strictures; and through adherence to channels, at the lower levels of supervision, in excess of the requirements of sound discipline in a civilian organization.
2. Very inadequate personnel management practices. There is a particular need for routine and continuing follow-up interviews, and for energizing the Career Service Program.
3. No guidance for supervisors regarding the basic management policy of the Agency.
4. Lack of clear definitions of unit and individual responsibilities.
5. Apparent confusion between the quality of dynamic personal leadership and the requirements for being an effective manager in Government.
6. Lack of clear operating policy from the echelon above.
7. Unwillingness or inability of supervisors at the level above to delegate responsibility and commensurate authority.
8. The by-passing of lines of clear operating responsibility by high level officials, leaving those with supervisory responsibility for a particular operation uninformed and embarrassed.
9. The tendency of supervisors to become immersed in substantive matters to the neglect of their management responsibilities; and supervisors who are so busy doing the job themselves that they have no time to supervise those to whom it should be delegated.
10. Lack of the simplest type of staff planning; very little understanding of the requirements of logistical planning.
11. Inadequate attention to the importance of personal leadership through "review and inspection of the troops" all down the line, and lack of planning for periodic personal interviews by supervisors at top echelons with supervisors at all echelons below.
12. Lack of high level coordination to resolve conflicts, duplication, and general confusion that can only be resolved through coordination at a high level.

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*for comparison between  
problems of OTR & Agency-wide mgt.  
problems.*

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25 YEAR RE-REVIEW

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